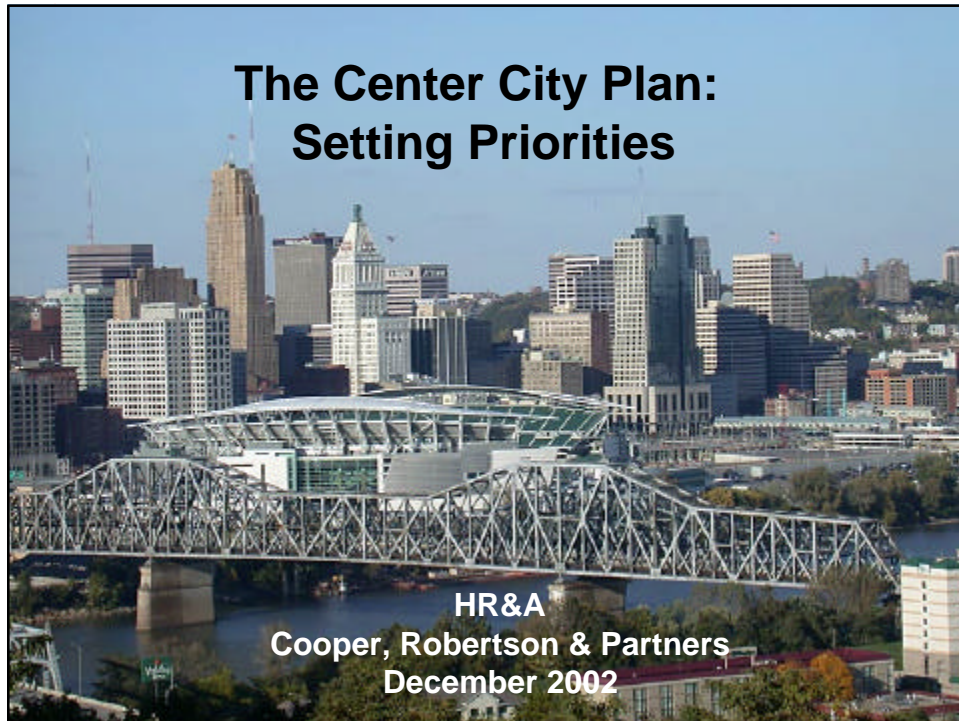


# The Center City Plan: Setting Priorities



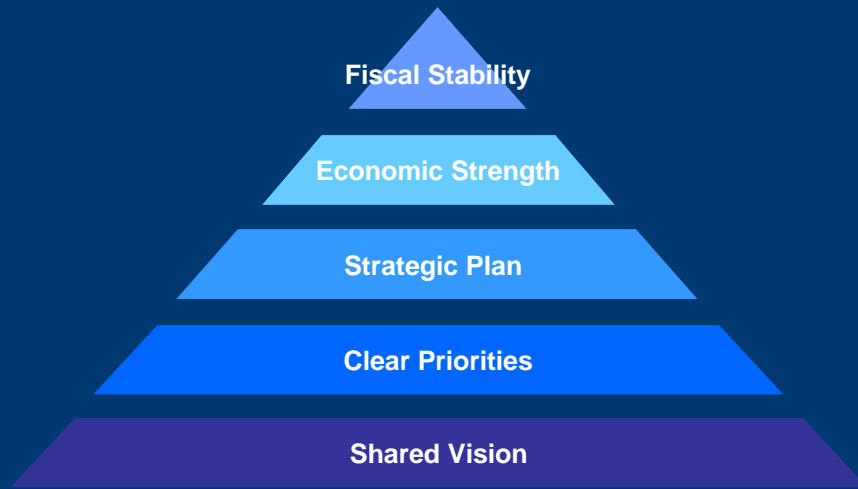
## Vision

A regional center of *high-value* employment sustained by a *diverse* mix of housing, culture & entertainment.



## Vision

A competitive Center City delivers economic gains resting on this foundation.



## Vision

The Center City strategy builds upon substantial strengths.

### 1st-Tier Companies



### Historic Fabric



### Waterfront



### Arts & Culture



### Sports & Entertainment



## Vision

An *institutional* public/private partnership must translate vision into product.

Playhouse Square  
Foundation



NJ Performing Arts  
Center

Portland  
Development  
Commission



Times Square: DP, BID  
& New 42nd Street

## Core Strategic Principles

Enforce Zero-tolerance Public Safety Policies

Restore Fountain Square as Core Asset

Implement Mixed-Used Strategies

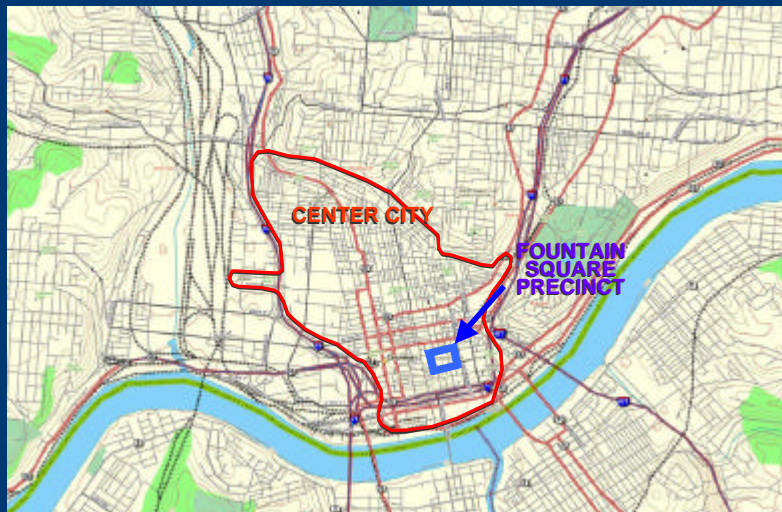
Create Institutional Capacity

## Overview

- Challenge
- Strategies
- Implementation

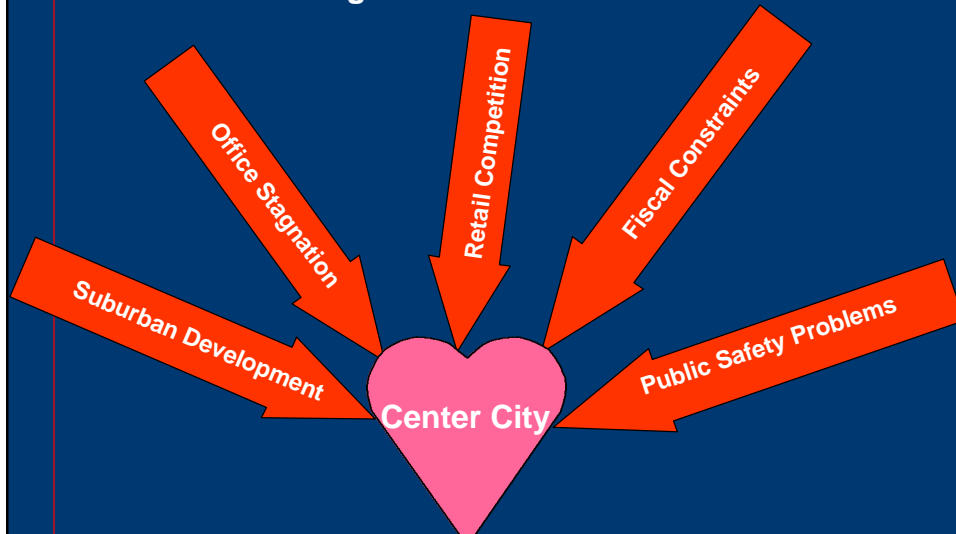
## Challenge

Making *Center City* competitive, with Fountain Square at its heart.



## Challenge

Center City must be equipped to grapple with long-term, structural challenges.



## Challenge

Cincinnati's goal is to become a market performer.

### Market Performers

Boston	San Francisco	Austin	Portland
Washington, D.C.	New York	Chicago	

### Pump Primers

Cleveland	Pittsburgh	Charlotte
Indianapolis	San Diego	Milwaukee

### Flat Liners

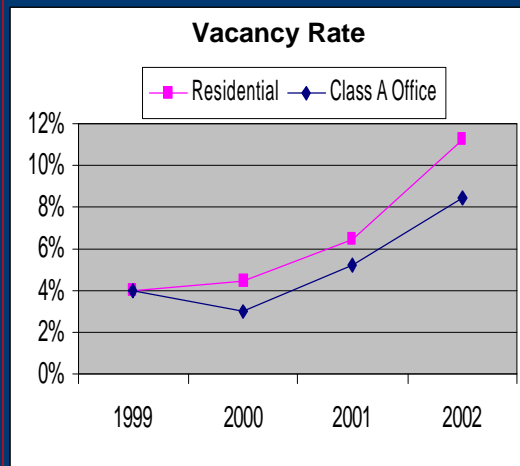
Hartford	St. Louis	Buffalo	Newark
Sacramento	Detroit	New Orleans	

Cincinnati



## Challenge

Residential and Office sectors are threatened:



### Residential –

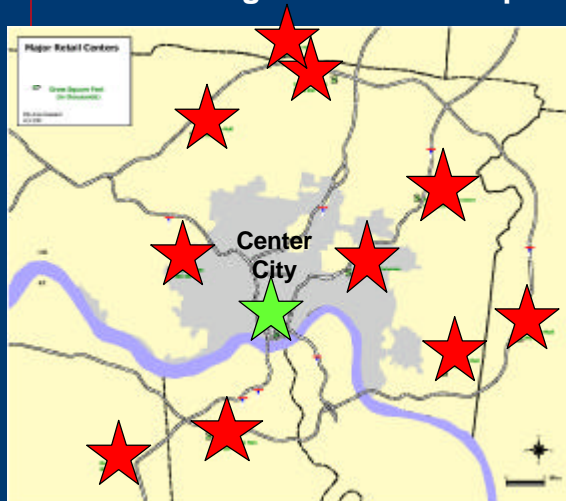
- Stagnant Rents
- Negative perception of Downtown
- Lack of Services

### Office –

- Rents < 20% over three years, below cost
- Zero new Class A product in 10 years

## Challenge

Downtown retail sales (640K sf) decline as suburban/regional centers capture shoppers.



### Center City:

Sales off 10-30%

50% decline in retail spending by visitors since 1999

Weekend sales volume is half of competitors'

## Challenge

Center City retail must address a variety of challenges:

Poor Physical Layout

Misaligned Products  
vs. Customers

Inaccessible Parking

Tower Place  
Vulnerable



## Challenge

Downtown Cincinnati's future is clouded by:

Disconnected  
Investments

Gap Between Uses  
& Demographics

Projects,  
Not Places



## Overview

- Challenge
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## Core Strategic Principles



**Enforce Zero-tolerance Public Safety Policies**

**Restore Fountain Square as Core Asset**

**Implement Mixed-Used Strategies**

**Create Institutional Capacity**



## Strategies: Viable Public Space

Reinforce City/DCI programs to secure Center City environment.

- Continuous and visible foot patrols
- Clean dirty streets
- Hold police force accountable
- Enhance public realm design
- Improve Customer Service



## Strategies: Viable Public Space

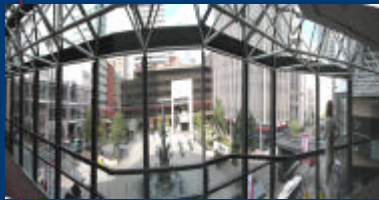
Develop a clear plan to make zero tolerance a reality.

- Extensive metrics for police responsiveness, street cleanliness, graffiti
- Unvarnished mayoral/managerial monthly performance meetings with police
- Clear and Public quarterly performance reports
- Continuing pressure from private leadership



## Strategies: Fountain Square

Transform Fountain Square into the City's retail, cultural and civic heart.



Fountain Square



Post Office Square



Union Square



Pioneer Square

## Strategies: Fountain Square

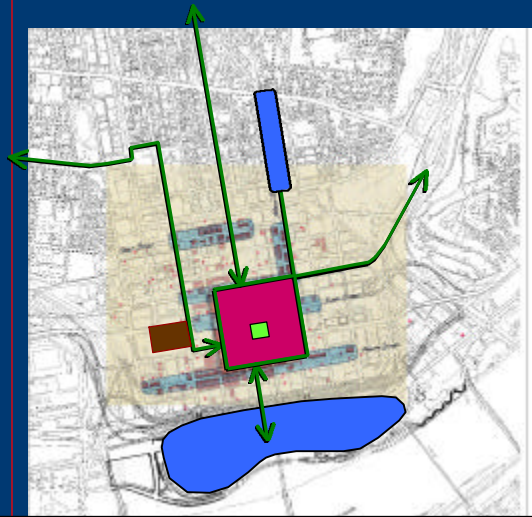
Charge the “developer” of Fountain Square to:

- Implement a coherent retail strategy
- Create open, active retail frontages
- Consolidate retail to street level
- Create a compellingly beautiful open space



## Strategies: Mixed Use/Retail

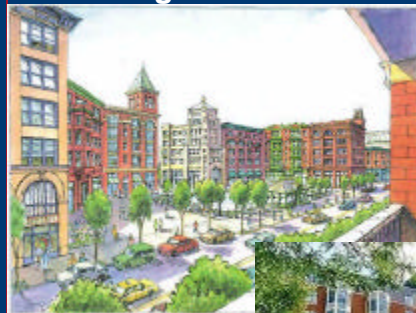
Extend retail corridors from Fountain Square by:



- Using public spaces that anchor retail
- Targeting retail subsidies along a defined corridor
- Improving signage and access to parking
- Removal/reconfiguration of skywalks
- Aggressively market for defined product

## Strategies: Mixed Use/Housing

Aggressively pursue housing that creates competitive advantages.

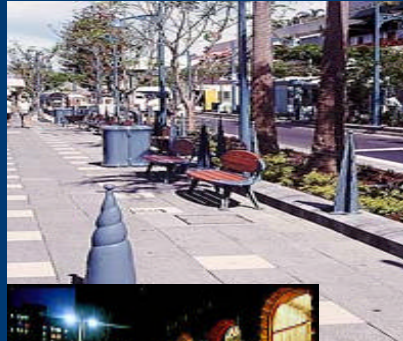


- Encourage conversion of B & C office and rehabs of existing historic stock
- Create high density mixed-use development
- Capitalize on river and other views



## Strategies: Mixed Use/Housing

Focus public intervention to capture these opportunities.

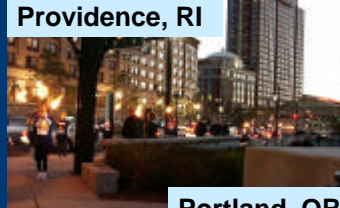


- Create new open space and retail amenities to support residential growth
- Expand access to tax exemptions
- Provide flexible below-market financing products for all size projects

## Strategies: Mixed Use/Office

Stabilization of a high value office market depends on a 24/7, mixed-use community.

Providence, RI



Portland, OR



Denver, CO



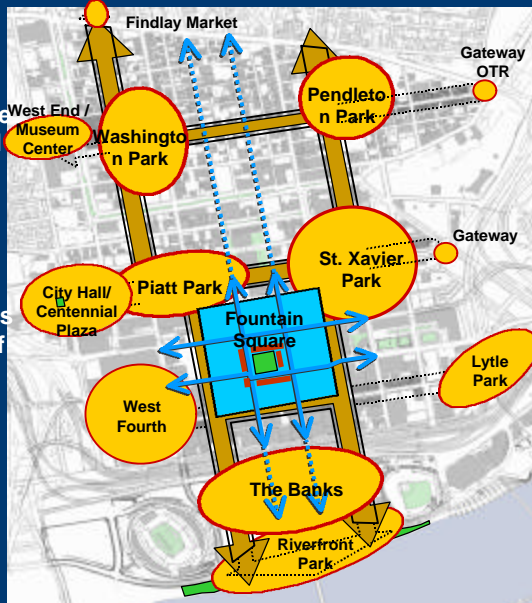
- Vital Fountain Square as hub of activity
- Active retail and entertainment corridors
- Extensive housing builds a downtown constituency
- Accessible Parking improves the competitive position
- Consolidation of B/C office tenants



## Strategies: Mixed Use/Framework

### Connections are key.

- Open Spaces should be active and organize a neighborhood
- Arts & Cultural institutions should be connected and serve a diverse audience
- Visitors should find a clean and active public realm
- Parking development depends on ease of use and a sense of safety
- The Banks can provide high-end housing to complement not compete with existing development



## Strategies: Over-the-Rhine

Without intensive focus on Over-the-Rhine, efforts in Center City will be wasted.

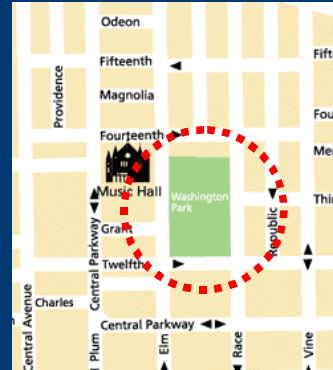




## Strategies: Over-the-Rhine

Implement a *comprehensive* development strategy to make Washington Park a civic treasure.

- Support market rate housing
- Relocate social service agencies
- Leverage arts/education investments
- Establish park design and management



## Strategies: Over-the-Rhine

Initiate a *neighborhood* development strategy that leverages market forces.

- Provide below market financing for housing rehabs
- Demonstrate commitment through provision of clean & safe and other basic City services
- Aggressively prosecute code violators & establish homestead program
- Deliver small victories through developing basic services (i.e. Kroger)
- Engage community organizations in partnerships on façade improvement and housing development

## Strategies: Over-the-Rhine

Progress in OTR requires community development capacity.

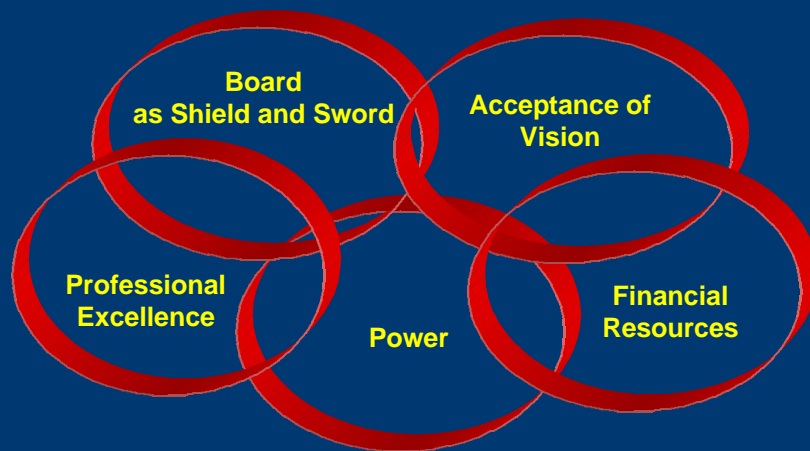


## Overview

- Context
- Strategies
- Implementation

## Implementation

Successful downtown development organizations require:



## Implementation

Rationalize current organizations to realize the vision.

CBC

Downtown Cincinnati Inc.

City of Cincinnati



GREATER CINCINNATI  
CHAMBER OF COMMERCE

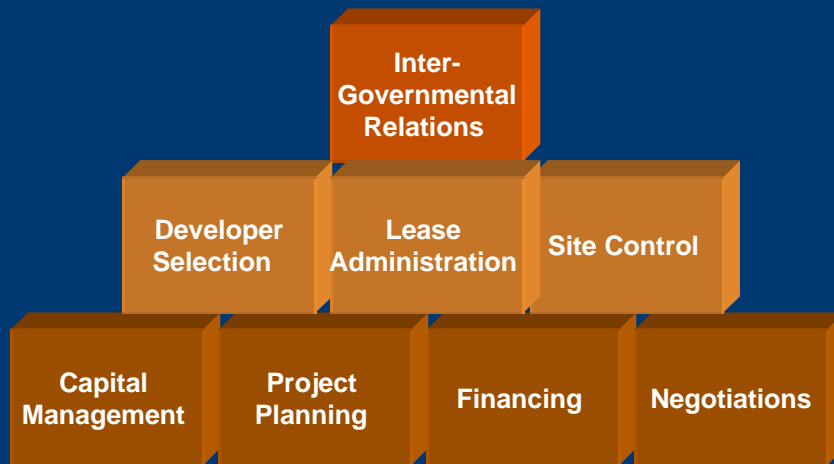
Port  
Authority

CDF

Equity Fund

## Implementation

Create Center City development entities with these core competencies.



## Implementation

### Next Steps:

Enforce Zero-tolerance Public Safety Policies  
Restore Fountain Square  
Implement Mixed-Used Strategies  
Create Institutional Capacity

Affirm Vision &  
Principles

Support Mayoral Public  
Safety/Clean Street Initiative

Refine Sector-Specific  
Strategies

Public/Private Alignment on  
Implementation